

FINAL

Strategic Plan/Annual Program Assessment and Reporting

APPROVED: July 10, 2015

**State Name: New Mexico**

**Date Revised Strategic Plan Submitted: July 1, 2013**

**Timeframe Covered by Strategic Plan: July 1, 2014 –  
September 30, 2016**

**Mission of CIP:** To develop innovative approaches that advance court, agency, and stakeholder collaboration in improving the safety, permanency, and well-being of children and families in the child welfare system.

**Overall Goal of this Strategic Plan:** To improve outcomes for children and families through Continuous Quality Improvement (CQI) directed initiatives designed to improved court processes, data sharing, improved representation, and increased knowledge, skill and ability.

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In this updated Strategic Plan, we have retired a number of outcomes, some because they have been combined with other outcomes, and others because we have completed the work as planned. For each outcome in the most recent plan (August 2014), we have indicated in RED how the specific outcome is being retired and/or redirected. We are proposing four redirected outcomes in the material that follows. These are:

- Improving Outcomes for Children and Families through Improved Court Processes
- Improving Educational Outcomes through Data Sharing
- Improving Outcomes for Children and Families through Improved Representation
- Improving Outcomes for Children and Families by Increasing the Knowledge, Skill, and Ability of the Child Welfare Community

**Prior Outcome #1:** To make the CIP program and process more data driven by articulating change initiatives in terms of hypotheses that state what actions will produce which measureable results. The product of this effort will be a logic model containing these hypotheses. (For example, we have long thought that timely adjudication would impact placement stability and time in care but we have never tested that hypothesis).

**Need Driving Activities & Data Source:** Many of the prior change initiatives over the 16 year life of this grant have been successful, but for the most part, we know this from anecdotal information rather than measureable outcomes. In the future, all CIP initiatives will be targeted to specific measureable outcomes. We expect to use data from the court's case management system, the CYFD FACTS system, NMCAN, the Public Education Department as well as other collaborative partners.

**Measurable Objective:** To produce a logic model containing hypotheses minimally addressing interventions believed to result in more timely court events, due process, quality of hearings and legal representation, and child safety, permanency (including placement stability), and well-being.

**Strategic Category:** *Classification of activities/projects strategized to reach desired outcome:* XX Court Function Improvement

This outcome has been incorporated into other outcomes and initiatives as the CIP project continues to be data-driven and focused on CQI. The logic model was developed and a number of hypothesis-based change initiatives were put in place. As of this date, we are pursuing four major initiatives all of which embrace a CQI approach. These are described below in the four redirected outcomes.

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**Prior Outcome #2:** Valid and reliable data elements necessary to test hypotheses.

**Need Driving Activities & Data Source:** Preliminary results from a 2011 court case file audit indicate that there may be data entry errors and inconsistencies in the existing data elements used to calculate the timeliness of court hearings. The audit suggests that specific exceptions to standard court processes including data entry errors, extension of time waivers, and stipulations to allegations prior to or during the hearings may be impacting the outcome measures results. For example of 42 closed cases identified as untimely, 10 cases were not actually late. Additionally, we have only just begun to explore the

availability of data from other systems and the possibility of inter-relating data from multiple systems. At this time it is not economically feasible to virtually merge our data systems. However, we can and will explore the creation of case records that incorporate critical elements related to school performance and related variables from the Public Education Department, as well as time to permanency, type of permanency and other measures such as placement stability, from CYFD. We also intend to include, if possible, data from other collaborative partners such as the Citizen' Review Board and others as needed.

**Measurable Objective:** To produce a matrix of data available from the courts (including timeliness of hearings and scheduling options as identified in the Key Quarterly Performance Measures Report (Q1, FY12 unless updated), CYFD, PED, NMCAN and other stakeholders using qualitative and quantitative data.

**Strategic Category:** *Classification of activities/projects strategized to reach desired outcome.* XX Court Function Improvement

The activities under this outcome have been moved to two Redirected Outcomes. We inventoried the available data and concluded that NMCAN did not have current data, and that our best option was to work on data sharing among the courts, CYFD, and PED. Specific data elements have been identified from these sources and a plan is in place to create a merged data set as part of the redirected outcome: Improving Educational Outcomes through Data Sharing. Tasks related to the Court's data system (Odyssey) have been consolidated under the Redirected Outcome: Improving Outcomes for Children and Families through Improved Court Processes. Training, on-site reviews, technical assistance, and monitoring of data quality are in process to improve the quality of court data.

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**Prior Outcome #3:** CIP initiatives that are data-driven, evidence-based, and result from hypothesis testing.

**Need Driving Activities & Data Source:** As stated above, many of the prior change initiatives over the 16 year life of this grant have been successful, but for the most part, we know this from anecdotal information rather than measureable outcomes. We need a strategic plan that is data driven and focused on CQI.

**Measurable Objective:** To develop and document a new strategic plan based on research findings derived from Outcomes #1 and #2.

**Strategic Category:** *Classification of activities/projects strategized to reach desired outcome:* XX Court Function Improvement

This outcome has been incorporated into the four Redirected Outcomes as the CIP project continues to be data-driven and focused on CQI. These four Redirected Outcomes are described below.

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**Prior Outcome #4:** Measures of quality legal representation that will inform an organizational model for representation that is efficient, sustainable, and results in positive outcomes for children and families.

**Need Driving Activities & Data Source:** The CCIC has worked diligently over the years to ensure and improve the quality of legal representation in child welfare proceedings. Our efforts have included: contracting with attorneys to represent children and families, developing sets of performance standards approved by the Supreme Court, changing our model to direct representation for 14+ year old clients, attempting varying evaluations of quality of representation, and requiring attorneys to provide both billing and performance information in an on-line attorney log. However, we have not systematically evaluated attorney performance or examined the relationship between case management elements and models of service delivery and outcomes for children and young people. We now need to develop hypothesis driven analyses that will begin to inform our understanding of the quality of representation.

**Measurable Objective:** To develop a legal services delivery model and performance evaluation system.

**Strategic Category:** *Classification of activities/projects strategized to reach desired outcome.* XX Court Function Improvement

This outcome has been incorporated into the Redirected Outcome: Improving Outcomes for Children and Families through Improved Representation. We have completed a number of studies around quality of representation and reviewed practices and models in other jurisdictions. We are thus moving to develop a new model for attorney representation and have begun the process of articulating the features of that new model.

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**Prior Outcome #5:** Increase knowledge, skill and ability in basic Child Welfare functions as well as emerging trends and new approaches to providing care and representation.

**Need Driving Activities & Data Source:** Ongoing professional development is critical to building and sustaining a quality work force in all areas of child welfare. Our efforts provide a means to obtaining continuing legal and other training requirements. Participant evaluations from the CLI and other events consistently produce data requesting more continuing legal and other training.

**Measurable Objective:** To produce performance evaluation methods and tools that yield the data necessary to effectively assess the impact of the CCIC's training interventions.

**Strategic Category:** *Classification of activities/projects strategized to reach desired outcome.* XX Capacity Building

**This outcome has been incorporated into the Redirected Outcome: Improving Outcomes for Children and Families by Increasing the Knowledge, Skill, and Ability of the Child Welfare Community. It continues to include the Children's Law Institute, Core Training, the Child Welfare Handbook, and other training and supports, as well as evaluation measures for these efforts.**

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**Prior Outcome #6:** Increase knowledge, skill and ability in new and emerging trends and practices in child welfare, especially in the areas of performance accountability and continuous quality improvement.

**Need Driving Activities & Data Source:** It is critical that the entire child welfare community understands performance accountability and continuous quality improvement as well as new practices emerging from the child welfare agency or elsewhere (such as child welfare concurrent planning).

**Measurable Objective:** To produce performance evaluation data demonstrating increased knowledge, skill, and ability in the areas/content trained.

**Strategic Category:** *Classification of activities/projects strategized to reach desired outcome.* XX Capacity Building

**This outcome was redundant with Prior Outcome #5. It has thus also been incorporated into the Redirected Outcome: Improving Outcomes for Children and Families by Increasing the Knowledge, Skill, and Ability of the Child Welfare Community.**

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**Prior Outcome #7:** New mechanisms for data cross-referencing and data sharing.

**Need Driving Activities & Data Source:** Despite numerous attempts to cross reference and share data in the child welfare, courts, and education systems, we have made only minimal progress. There are now new models and approaches from other states that we can build on.

**Measurable Objective:** To provide at least one report that includes critical measures from all three systems.

**Strategic Category:** *Classification of activities/projects strategized to reach desired outcome.* XX Capacity Building

**This outcome is now Redirected Outcome: Improving Educational Outcomes through Data Sharing. We are working on two levels in this initiative and have made substantial progress. These include a state level analysis of educational outcomes from a merged data set, and local level efforts to increase access to educational information for children in the child welfare system. [The effort also involves children in the juvenile justice system.]**

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**Prior Outcome #8:** New mechanisms to expedite permanency to include requirements for timely adjudications, new processes that limit unnecessary appeals, and guidelines on the effective use of additional hearings and reviews.

**Need Driving Activities & Data Source:** There is anecdotal evidence that each of these three things could be adversely impacting time to permanency. This now needs to be systematically examined and attended to as necessary.

**Measurable Objective:** To collect and analyze data to determine relative impact on time to permanency of each of these three variables.

**Strategic Category:** *Classification of activities/projects strategized to reach desired outcome.* XX Systemic Reform

This outcome is now part of **Redirected Outcome: Improving Outcomes for Children and Families through Improved Court Processes.** The performance measures generated as part of this effort include timely adjudications and that effort is ongoing. A Practice Guide was developed on additional hearings and reviews so that activity is complete. A Rule (10-352) and Practice Guide were developed to ensure that appeals filed in child abuse and neglect cases have merit and reflect the wishes of the client so that activity is also complete.

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**Prior Outcome #9:** Improved communication between the Courts, CYFD and the schools.

**Need Driving Activities & Data Source:** The Fostering Connections as well as the Child and Family services Improvement and Innovation Act (Public Law (Pub. L)b 112-34), and federal statutes that requires these relationships and inter-relationships and we have been meeting on a cross-system basis for nearly three years. We have not however, developed a concrete plan for improving communication between our three agencies on a local and statewide basis.

**Measurable Objective:** To demonstrate improved collaboration between the child welfare agency, the schools, and the courts.

**Strategic Category:** *Classification of activities/projects strategized to reach desired outcome.* XX Capacity Building XX Court Function Improvement XX Systemic Reform

This outcome is now part of **Redirected Outcome: Improving Educational Outcomes through Data Sharing.** The part of that outcome and initiative addressing local data sharing includes the promotion of a number of local strategies including but not limited to: assigning a point of contact; using the standardized letter to inform schools of a foster care placement and to request information; working with a designated Education Decision Maker; and other local strategies.

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**Prior Outcome #10:** Continued and enhanced collaboration with the child welfare (IVE and IVB) agency to address concerns identified in CFSRs, PIPs, and IVE audits.

**Need Driving Activities & Data Source:** The most recent CFSR identified two court connected concerns: delays in termination of parental rights proceedings and opportunities for foster parents and relative caregivers to provide input in court hearings.

**Measurable Objective:** *Improved court performance in areas identified to date (court related delays in the TPR process; and foster-parent and relative caregivers given adequate opportunity to provide input in court hearings).*

**Strategic Category:** *Classification of activities/projects strategized to reach desired outcome.*    XX Court Function Improvement    XX Systemic Reform

This outcome is now part of **Redirected Outcome: Improving Outcomes for Children and Families through Improved Court Processes** in that it addressed specifically delays in TPR proceedings. This is part of the performance measures being generated for use by District Court Judges to improve this and other court proceedings.



## REDIRECTED OUTCOMES

### NEW OUTCOME 1: Improving Outcomes for Children and Families through Improved Court Processes

Activity or Project Description <i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i>	CIP Funding Stream <i>Grant(s) used to fund activity; can be basic, training, data and/or other grants or funding sources as appropriate.</i>	Collaborative Partners <i>Responsible parties and partners involved in implementation of the activity.</i>	Timeframe <i>Proposed completion date or, if appropriate, "ongoing".</i>	Anticipated Outputs and Results of Activity <i>What the CIP intends to produce, provide or accomplish through the activity.</i>	Target Improvement <i>Where relevant and practical, provide specific, projected change in data the CIP intends to achieve.</i>	Data Source <i>Where relevant and practical, name the specific sources where data will be drawn to measure anticipated changes due to CIP activity.</i>	Feedback Vehicle <i>Brief description of stakeholders the data will be shared with and methodology/products for dissemination of findings.</i>
1.1 Monitor and manage the Data Quality process.	Data, Basic	District Courts, AOC, JID, other stakeholders	Ongoing	DQR Reports to identify data errors that need to be fixed in a timely manner by court staff. Two case audits, pre-adjudicatory and closing, for every abuse and neglect case.  Dissemination	Ongoing analysis of data will improve the quality of data entry to produce accurate outcome measures.  The analysis will also help inform policy	Odyssey	Reports for each court will be run on a monthly basis and reviewed by Judge, TCAA, court staff.  Audit process will be developed for every case.

				of Code Book and TCAA guide to courts.  Judge to review data.	development and serve as evidence to support current policy initiatives.		
I.2 Produce valid and reliable court performance measures to inform improved practice at the local and state level.	Data, Basic	District Courts, AOC, JID, CYFD, and others as needed.	Ongoing	<p>Trial cross validation between FACTS and Odyssey data.</p> <p>Tool for Judges to access court performance measures on an ongoing basis.</p> <p>Production of required court performance measures for the Children's Bureau and CCIC.</p> <p>Judges to review data prior to submission to Federal partners and others.</p>	<p>Validation of data will ensure CYFD and the Courts are capturing the necessary information by child.</p> <p>Case specific: creation of a tickler system on timeliness for Judges.</p> <p>Trends: Judges will be able to identify areas where performance measures are past the timelines and work with local</p>	Odyssey and FACTS	<p>Statewide performance measures will be presented at the CCIC meetings, Children Court Judges meetings, and at the Federal level.</p> <p>Statewide Performance measures will be posted for availability.</p>

					<p>stakeholders on prevention and/or changes that may be needed.</p> <p>Federal Performance Measures will capture court data.</p> <p>Work with the Tribal-State Consortium on cases which may be impacted by ICWA and identify collaboration efforts.</p>		
1.3 Develop & implement training and technical assistance plan to sustain this initiative.	Training	CLC, District Courts, AOC, JID, CYFD, and others as needed.	December 2015	<p>Training manual with curriculum and procedures.</p> <p>Training of JID help desk.</p> <p>Develop Online</p>	<p>New staff would receive the necessary training to sustain project.</p> <p>Measures and how to read</p>	Odyssey	<p>Progress on training material will be presented to the CCIC and CLC Steering Committees for approval.</p>

				modules for new court staff on court process for abuse and neglect cases. Work with CYFD on plan cross agency improvement efforts that will drive practice for timeliness and outcome efforts.	reports will be understood by Judges and court staff.		Final version will be included on the CLC and CCIC websites.
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## NEW OUTCOME 2: Improving Educational Outcomes through Data Sharing

2.1 Create and analyze a de-identified shared data set to produce educational outcomes for system involved youth.	Basic, Data	CYFD – PS, CYFD – JJ, District Courts, PED, AOC, other stakeholders		MOU finalized for data sharing between CYFD, AOC, and PED.  Reports on outcomes to inform possible policy & procedure changes.	MOU would allow data matching and subsequent de-identifying to create a shared dataset for analysis of educational outcomes. Reports will highlight outcomes that need to be addressed.	STARS, FACTS, Odyssey (when applicable)	Initial reports for Data match will be reviewed and approved by the Data Workgroup to determine discrimination.  Reports will be presented to CCIC for review.
2.2 Create and evaluate a process to encourage child and youth specific data sharing and improved communication and coordination in local communities.	Basic, Data	CYFD – PS, CYFD – JJ, District Courts, Local School Districts, Supreme Court, JDAI Workgroup, other stakeholders		Local meetings and action plans to improve data sharing and communication and coordination in four pilot communities  Educational Decision Makers identified through Court	Areas for improvement will be identified and plans developed for new processes at the local level  Areas for future changes/updates to rules, statutes, etc.	STARS, FACTS, Odyssey (when applicable)	Localized efforts will be completed in districts.  Summary report will be presented to CCIC for review.  Summary report presented to Children's

				<p>rule.</p> <p>Standardized letter for notification to local school districts.</p> <p>Shared action plan to identify improved ways of data sharing and communication for system involved youth.</p> <p>Successful local practices disseminated to additional communities</p>	identified		<p>Court Judges.</p> <p>Summary reports will be presented to JDAI Workgroup for review.</p> <p>Work with Tribal-State Consortium to determine the needs of tribal entities and education.</p>
2.3 Create a plan to sustain statewide and local data sharing long-term.	Basic, Data, Training	CYFD – PS, CYFD – JJ, District Courts, Local School Districts, Supreme Court,		Establish timelines and responsible parties for annual state-level data sharing, analysis and reporting.	Improved educational outcomes for children and youth.	STARS, FACTS, Odyssey (when applicable)	<p>Documented plan will be formed through the Data Share Workgroup.</p> <p>Summary reports will be presented to</p>

		JDAI, other stakeholders		<p>Plan to replicate Going Local initiative in additional communities by working with the Children's Court Judges and their staff.</p> <p>Continued work and support of CYFD and Foster Ed for education liaisons.</p> <p>Prepare plan for future data reviews and statistical analysis</p>			CCIC for review.
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### NEW OUTCOME 3: Improving Outcomes for Children and Families through Improved Legal Representation

3.1 Design new model for representation for children, youth, and families	Basic, Data, CAAFF	Current Contract Attorneys, CYFD, CAAs, AOC, Supreme Court, District Courts, other stakeholders		<p>Listening Tour with judges and attorneys in 5 regions of the state with summary of findings</p> <p>Development of new model</p> <p>Inclusion of Social Worker Model (for Respondent Attorneys to start)</p>	<p>Court Observation Report</p> <p>CAAFF data reports where applicable</p> <p>Continue to work and support the Social Worker Model project in Sandoval and determine location for next pilot.</p> <p>Understanding of roles for social workers, attorneys, CYFD worker, tribal worker.</p>	<p>CAAFF database, Odyssey</p> <p>Social Worker model database</p>	Listening Tour report and new model design shared with CCIC
3.2 Revise current statutes	Basic, Data	AOC	In conjuncti	Statute and rule changes	New statutes and rules		Statute and rule change



and secure new funding.			on with Legislative timelines	identified and drafted Cost model developed and appropriation request written	Increased funding		recommendations shared with CCIC  Appropriation requests shared with CCIC
3.3 Implement new model through statute, policies, procedures, contracting, and regulation.	Basic, Training	AOC, CLC, CYFD, other stakeholders	In conjunction with Legislative timelines  Work with Children's Court Rules Committee to accommodate their 2-year cycle for rule reviews	New model rolled out  Expanded appropriation	Improvements in CFSR reporting  Indicators of improved quality of representation  Positive satisfaction data from judges and other stakeholders		Reports on improvements in quality of representation shared with CCIC
3.4 Develop and deliver	Basic, Training	AOC, CLC, other	Ongoing	New training products	Tracking of supports	CLC tracking	Reports shared with the CCIC

training, mentoring, coaching, and supports for attorneys in conjunction with the new model.		stakeholders		Mentoring, coaching and other supports in place	delivered and measures of performance	:	
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NEW OUTCOME 4: Improving Outcomes for Children and Families by Increasing the Knowledge, Skill, and Ability of the Child Welfare Community through training efforts

4.1 Ongoing Judicial training	Training	CYFD training academy, JEC, CLC, AOC, District Courts, JID, Tribal-State, other stakeholders	Ongoing	Quarterly Judge's training (online)  Live CORE training  Online CORE training  Judge/Attorney mentoring programs  Sex-Trafficking or other areas as deemed necessary	Identify ways to engage Judges and their staff on understanding of abuse and neglect cases.  Identify training for veteran judges.  Include discussion of court performance measure reports.		
4.2 CLI	Basic, Training	All stakeholders for child welfare and juvenile justice communities, other stakeholders	Each year in January with ongoing efforts year round	Targeted areas for training: youth in court, family drug court	Continued recognition for youth, parents, other stakeholders.  Networking opportunities.		
4.3 Training,	Basic,	AOC, CLC,	Ongoing	New training	Improved	CLC tracking	Outcome

technical assistance, and support for attorneys under new model (see outcome 3 above)	Training	other stakeholders		products  Mentoring, coaching and other supports in place	quality of representation	systems	shared with CCIC

**State of New Mexico**  
**CHILDREN, YOUTH and FAMILIES DEPARTMENT**

**SUSANA MARTINEZ**  
GOVERNOR

**JOHN SANCHEZ**  
LIEUTENANT GOVERNOR



**MONIQUE JACOBSON**  
CABINET SECRETARY

**JENNIFER SAAVEDRA**  
DEPUTY CABINET SECRETARY

August 10, 2015

David P. Kelly, JD, MA  
Child Welfare Program Specialist for Court Improvement  
Children's Bureau  
Administration for Children and Families  
U.S. Department of Health and Human Services  
1250 Maryland Ave., SW - 8th Floor  
Washington, DC 20024

**RE: Children's Court Improvement Project (CIP) Basic, Data and Training Grants**

Dear Mr. Kelly:

I am writing to confirm the support and endorsement of the New Mexico Children, Youth and Families Department (CYFD) for the Children's Court Improvement Project (CIP) Basis, Data, and Training Grants herein being submitted to the Administration for Children and Families. CYFD has a long and successful history of collaboration with the Children's Court Improvement Project and Commission activities and we look forward to continuing that relationship in the future.


All CIP initiatives are coordinated with CYFD, and all Program Improvement Plan (PIP) as well as Child Families Service Review (CFSR) activities involve CIP, as we work to mutually improve safety, permanency, and well-being outcomes. In fact, CIP and our collaboration therein were noted as a major asset in the findings of our State On-Site Review. As is evident in the updated strategic plan included with this letter, CIP also has a strategic initiative to develop court improvement activities consistent with our permanency outcomes and judicial timeliness. CYFD will continue to extend an invitation to the Judiciary to be included to participate in the CFSR, title IV-E foster care eligibility review, and program improvement processes.

CYFD has several members on the Supreme Court Ordered Commission and on each of its Workgroups. We are jointly working on a number of efforts to monitor and improve judicial performance as well as to introduce best practices into the system. We continue the ongoing engagement, consultation, and coordination with the Judiciary on the Child and Family Services Plan (CFSP) and Annual Progress and Services Report (APSR) as required by 45 CFR 1357.16. We also work collaboratively on administrative data sharing, including AFCARS and SACWIS data.

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Please feel free to contact me if you need additional information regarding our collaborative relationship with CIP in general, or our involvement with its many initiatives.

Sincerely,

 *Monique Jacobson* Deputy Secretary for  
Secretary Monique Jacobson  
Cabinet Secretary for Children Family and Youth Department



## *Supreme Court of New Mexico*

CHIEF JUSTICE  
BARBARA J. VIGIL  
JUSTICES  
PETRA JIMENEZ MAES  
RICHARD C. BOSSON  
EDWARD L. CHÁVEZ  
CHARLES W. DANIELS

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August 14, 2015

David P. Kelly, JD, MA  
Child Welfare Program Specialist for Court Improvement  
Children's Bureau  
Administration for Children and Families  
U.S. Department of Health and Human Services  
1250 Maryland Ave., SW - 8th Floor  
Washington, DC 20024

**RE: Children's Court Improvement Project (CIP) Basic, Data and Training Grants**

Dear Mr. Kelly:

Enclosed please find the New Mexico Children's Court Improvement Commission's (CCIC) updated strategic plan for federal grant year 2016, and a letter in support of the CCIC's strategic plan from Secretary Monique Jacobson with the New Mexico Children, Youth, and Families Department.

The CCIC is the Supreme Court Commission responsible for developing and implementing court improvement initiatives that are funded by the federal CIP basic, data, and training grants. The enclosed strategic plan covers the timeframe from July 1, 2014 through September 30, 2016 and utilizes grant funds for the grant period beginning in October, 2015.

Through the work of the CCIC, the New Mexico Supreme Court the New Mexico Children, Youth and Families Department (CYFD), the Public Education Department (PED), and other interested stakeholders will continue to collaborate to improve outcomes for children and families in the State's child protection system by focusing on the following four strategic initiatives:

1. Improving outcomes for children and families through improved court processes;
2. Improving educational outcomes through data sharing;
3. Improving outcomes for children and families through improved legal representation;
4. Improving outcomes for children and families by increasing the knowledge, skill, and ability of the child welfare community through training efforts.

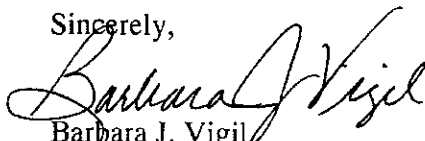
Each of New Mexico's court improvement initiatives are data driven and focused on continuous quality improvement. This focus has resulted in concrete policy and practice changes that we are confident will positively impact New Mexico's children and families. For example, the CCIC has promoted a number of local strategies designed to improve the educational outcomes for children in the State's care including:

- assigning a designated point of contact to coordinate foster children's education,
- development and implementation of a standardized letter to inform schools of foster placement and request information, and
- strategies for identifying, appointing, and working with and educational decision maker.

New Mexico is honored to be a recipient of federal grant funds dedicated to improving the lives of our children and families and will continue to be responsible stewards of those funds. We understand that twenty-five percent of the total budget for CCIC initiatives must be derived from non-federal funds and our legislature currently appropriates general funds to the Judiciary specifically for this purpose. The CCIC will continue to comply with all grant program instructions and designate delegates to attend the required annual grantee meeting.

Thank you for your support of New Mexico's CIP initiatives and we look forward to working together to best serve New Mexico's children and families. If you have any questions about the strategic plan or the work of the CCIC, please contact our CIP Senior Statewide Program Manager, Angela Peinado at (505) 827-4729 or you may email her at [aocaxp@nmcourts.gov](mailto:aocaxp@nmcourts.gov).

Sincerely,



Barbara J. Vigil  
Chief Justice

Enclosures